U.S. Army Developmental Test Command

Strategic Plan

5 June 2003

Developmental Test Command

Introduction

This document communicates the Commander's intent with regard to the future direction of DTC for FY03 through FY08. The mission, vision, and values sections of the document provide the core characteristics upon which the Command is operationally and philosophically grounded. Based on DTC's values, we show what we believe are the reasonable expectations of both our customers and workforce. These are major drivers of our goals and objectives. The assumptions section highlights internal and external factors that are likely to influence operating and resourcing decisions over the next six years. The goals and objectives of this plan are organized according to the Balanced Scorecard Perspectives of "Customers", "Internal Process and Capabilities", "Learning and Growth", and "Resources." These goals and objectives are intended to focus our resources and energies on realization of the Command's strategic vision. Measurements will provide the means by which the Command will measure its progress toward achieving our strategic goals.

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Commander's Intent

Throughout the duration of this strategic plan, DTC will remain focused on our mission to provide the best developmental testing services possible. We will perform this mission by building relationships with our test customers that foster trust, mutual understanding and dedication toward achieving objective, credible information from all our testing activities. We regard all members of the acquisition team as partners, with a common interest in providing the best equipment and services to the soldier.

People are the fundamental resource of our organization. DTC's workforce of civilian employees, military members, and contractor personnel plan and conduct the testing, acquire and operate the instrumentation and facilities, and provide all the services at our test centers. DTC's strategy for the future will focus on our people, ensuring they have safe and efficient workplaces, state-of-the-art instrumentation and facilities, and the proper training to excel at their jobs and progress in their careers.

DTC's decentralized management style will continue to work well for this organization, where our work is highly technical and scientific in nature, and most problems we face require unique, tailored solutions. Flexibility and innovation are central to keeping pace with technological advances, properly reacting to emerging results of immature systems, and being responsive to customers' changing needs and budgets in a reimbursable environment. Creativity, and the ability to react quickly to customer requirements at the local level during developmental testing, are critical to mission success at all DTC test centers. DTC management philosophy fosters this creativity, and has produced a highly professional T&E workforce, which exhibits great pride and skill in their test mission accomplishment. While we will continue to delegate authority and responsibility to optimize efficiency, we will also ensure adherence to the regulations and policies of higher headquarters.

DTC will honor the trust placed in us by the citizens of the United States to excel as responsible stewards of our land, airspace, waterways, facilities, equipment, workplaces, and workforce. Our command strategy will seek continuous improvement in all these areas.

Mission

The mission of the U.S. Army Developmental Test Command is to:

- Plan, conduct, and report tests (including developmental, production, live fire and other tests) across the full spectrum of environments;
- Assure successful Operational testing by early integration of DT, OT and evaluation activities
- Verify the safety of Army systems;
- Develop and procure new test technology, test instrumentation, and selected models and simulations; and
- Assure that the DT range infrastructure is responsive to the needs of the Army;
- On order, provide support, expertise and test resources to operational missions.

Vision

That the United States Army Developmental Test Command is regarded as *THE* world class Test and Evaluation operation enabling the delivery of the best possible products to our soldiers, sailors, marines, airmen, and civilians.

Values

ARMY

Loyalty - Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other soldiers

Duty - Fulfill your obligation

Respect - Treat people as they should be treated

Selfless Service - Put the welfare of the nation, the Army, and your subordinates before your own

Honor - Live up to all the Army values

Integrity - Do what's right, legally and morally

Personal Courage - Face fear, danger, or adversity

ATEC

Objectivity - Provide unbiased information and recommendations to our customers

Teamwork - Work together with unity of purpose to achieve mission success

Competence - Be recognized for our expertise and contributions

DTC

Customer service – Satisfy the customer's needs and address their concerns

Stewardship – Excel as custodians of the resources provided to accomplish our mission

Expectations

Of DTC's Customers:

Members of the U.S. military should expect that their equipment is safe and technically capable of performing the intended functions.

U.S. citizens should expect that DTC will demonstrate outstanding stewardship of the real property, facilities, equipment, military members, civilian employees, and contractors through which DTC accomplishes its mission.

Test sponsors should expect that tests will be planned economically, professionally executed on time, and objectively reported.

Decisionmakers and other elements of ATEC (e.g., AEC, OTC and ATEC HQ) should expect that the data and information from tests and simulations are accurate, high quality, objective and credible.

Staff at higher headquarters should expect that their policies and resource guidance are being followed, and that funds are being expended for the intended purposes.

T&E oversight organizations, both tri-Service and in the Office of the Secretary of Defense should expect that accurate and timely information is provided and that joint-Service projects are conducted within available resources.

Trainers should expect that requested training exercises will be conducted in accordance with agreed upon schedules and guidelines.

Of DTC's Workforce:

Each person should expect fair and equitable treatment in performance planning, performance evaluation, career development, compensation, and retention, all consistent with EEO guidelines and objectives.

Each person should expect a safe and environmentally secure workplace.

Each person should expect a professional working environment, free from obstacles (such as sexual harassment) to performing their duties.

Each person should expect a management structure that is responsive to new ideas and flexible in adjusting to change.

Each person should expect that their assignment to DTC is contributing positively to the mission of the Army, to their career, and to their job satisfaction.

Assumptions

Testing will continue to be an integral component of Army and DoD acquisition processes.

The Army Transformation effort will continue to be the highest acquisition priority. Current emphasis on military command and control systems and on information warfare will continue, while emphasis on chemical and biological defense will increase.

Force Protection issues will continue to command high levels of interest and will require more resources.

Congressional direction and DoD-level analysis will cause the DoD to produce plans in the areas of consolidation, privatization, restructuring, and revitalization.

Regionalization of government functions will continue (e.g. DFAS, CPOC, contracting centers, Transformation Installation Management (TIM)) and will be provided the necessary support needed for successful test mission accomplishment.

The government will continue to have difficulty competing for workers with high technology skills.

Weapons systems technological complexity will continue to increase.

The skill mix of the DTC workforce will continue to shift from traditional skills to automation-based and information management skills.

Emphasis will be maintained on Inter-Service T&E Reliance.

Emphasis will increase on seeking efficiencies between DT and OT, not only on the planning, conducting and reporting of testing, but also between and among the organizational elements that make up the T&E community, i.e., HQ, ATEC; HQ, DTC; DTC as a whole, OTC, and AEC.

Emphasis on environmental stewardship will continue.

Encroachment issues will increase in the use of land areas, airspace and electromagnetic spectrum.

Emphasis on cost visibility will increase.

There will be a continued emphasis on the use of modeling and simulation in testing.

Partnering with private sector organizations for economies and efficiencies will increase.

DTC Balanced Scorecard Perspectives

The balanced scorecard is a concept developed by Robert S. Kaplan and David P. Norton, and described in their book "The Balanced Scorecard."[1] The name reflects the "balance between short- and long-term objectives, between financial and non-financial measures, between (LAG)ging and (LEAD)ing indicators, and between external and internal performance perspectives."[2]

Architecture - For the Developmental Test Command, the four perspectives are defined in the following manner:

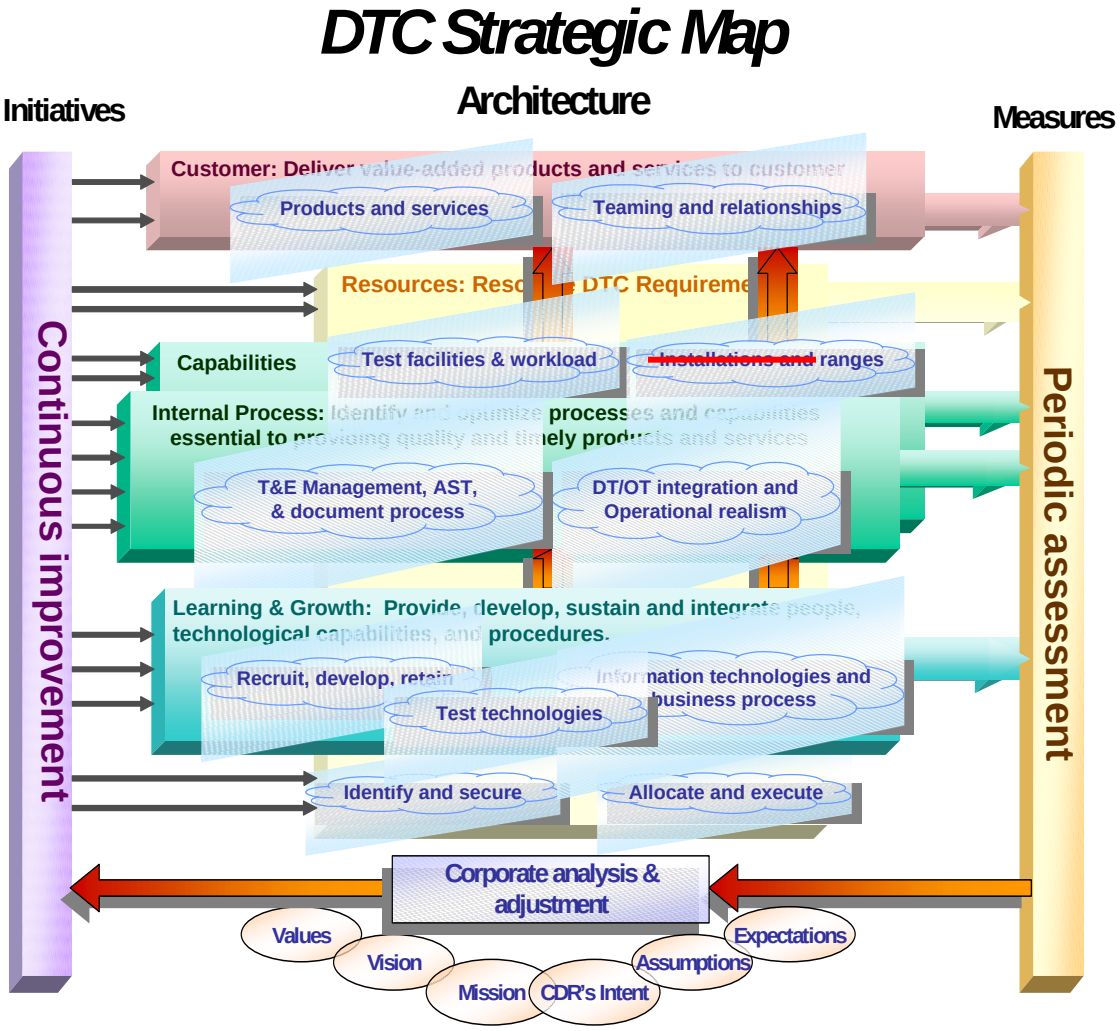
> Resources: Funding and personnel are the "enablers" of the remaining perspectives of the DTC strategy. From this perspective, the plan describes how DTC will improve the stewardship of the resources that have been provided to accomplish our mission.
>
> Learning and Growth: This perspective identifies and describes how DTC will provide for the intellectual growth of its personnel, and the improvement of its technologies.
>
> Internal Process and Capabilities: This perspective identifies what DTC has to do internally to improve the way it performs its mission.
>
> Customers: Finally, the goal and objectives associated with customers identify what DTC has to do to meet or exceed the needs of its customers.

Assessments – DTC will conduct strategic planning quarterly reviews (SPQR). The primary purpose of these reviews will be to track the progress of the individual initiatives associated with the objectives. In addition, the SPQR will review the status of the systemic measures associated with the objectives as well as "command interest" measurements.

Continuous Improvement – As each initiative is fully accomplished, it will be dropped from further review and replaced with new initiatives identified from various sources. For example, new initiatives can emerge from higher headquarters guidance, from observed trends in systemic measures, or from new testing requirements that imply a need for new capabilities or workforce expertise. It is the command's intent that this plan remain a living document, with initiatives being completed and new initiatives being undertaken on a recurring basis.

[1] Kaplan, Robert S., and Norton, David P., "The Balanced Scorecard," Harvard Business School Press, Boston, MA, 1996.
[2] Ibid, page viii.

Strategic Map – Figure 1. Depicts the DTC strategic plan in a single chart, with four perspectives describing the DTC goals and objectives; the quarterly reviews providing oversight of accomplishments with respect to the perspectives; a feedback loop based on our mission, vision, values, and assumptions; and initiatives that will assure continuous improvement.



Resources Perspective:

(Identifies how DTC will steward its resources, the "enabler" for the other perspectives.)

GOAL 1: Resource DTC requirements (Owner: Mr. Simmons)

OBJECTIVE 1.A. Identify, validate requirements, secure and defend necessary resources to meet mission requirements (Champion: Ms. Taylor)

SYSTEMIC MEASURES:

1.Compare Identified UFRs to Funded UFRs (LAG)
2.MWR Funding (Budget vs Actual) (LAG)
3. MWR Funding (AF to NAF ratio) (LEAD)

INITIATIVES:

1. Obtain the remainder of the requested civilian authorizations identified in the Civilian Requirements Concept Plan
2. Identify and Restore Critical Military Authorizations
3. Defend DTC's POM submission at higher headquarters/Congressional levels
4. Develop a strategy to implement SECARMY's Outsourcing Initiative
5. Improve Disbursement rates
6. Document, prioritize, and defend MCA and UMMCA projects for Future Year Defense Plan (FYDP).

OBJECTIVE 1.B. Allocate command resources through a prioritization process, and execute those resources in accordance with HQDA goals and ATEC command guidance (Champion: Ms. Taylor)

SYSTEMIC MEASURES:

1. Execution (LAG)
2. Civilian Strength (LAG)
3. Military Strength (LAG)
4. Travel Card Delinquency Rate/Misuse Occurrences (LAG)
5. Canceling Accounts (LAG)

INITIATIVES:

1. Consolidate DTC SOMARDS Databases in One Database
2. Improve Resource Management oversight and compliance
3. Development & implement SOFIMS throughout DTC
4. Review and revise, as appropriate, all allocation models (DTS, HQ, PBS)

Learning and Growth Perspective:

(Identifies how DTC will provide for its intellectual and technological growth)

GOAL 2: Provide, develop, sustain and integrate people, technological capabilities, and procedures (Owner: Mr. Simmons)

OBJECTIVE 2.A. Recruit, develop and retain professional workforce (Champion: Mrs. Taylor)

SYSTEMIC MEASURES:

1. Recruit: Number of interns (LAG)
2. Recruit: Number of student education employment program participants (LEAD)
3. Retention: Number and timeliness of military awards (LAG)
4. Retention: High Level Honorary Awards Recognition (LAG)
5. Recruit: Use of special workforce restructuring buyout authority (LEAD)
6. Recruit: Acceptance of 3R's offered (LEAD)
7. Develop: Training data currently available (LEAD)
8. Develop: Number of developmental assignments (LAG)
9. Retain: Military personnel PERSTEMPO data (LEAD)

INITIATIVES:

1. Identify skill sets required across professional series, and develop standards for each skill set
2. Develop a database that accurately measures training conducted in the Command
3. Increase diverse representation in Band IV positions
4. Improve the corporate education of the DTC workforce
5. Implement Acquisition Demonstration

OBJECTIVE 2.B. Identify, evaluate, procure, integrate and sustain new technologies to support the test mission (Champion: Mr. Garcia)

SYSTEMIC MEASURES

1. Track required funding level for Technology (LEAD)
2. Track executable dollars for Technology (LEAD)/(LAG)
3. Capabilities brought on-line (TESTFACs) (LAG)

INITIATIVES

1. VPG - Execute Block I, define Blocks II and III VPG capabilities
2. VISION – expand VISION across ATEC
3. Provide support to enable Joint Logistics/Planning Enhancement
4. Develop and market an integrated T&E strategy for FCS M&S, and instrumentation
5. Develop a roadmap for DTS-funded test facilities, instrumentation,

and M&S investments
6. Investigate capability to illustrate products of technology dollars

OBJECTIVE 2.C. Procure, sustain and improve information technology to support and improve our business processes (Champion: Mr. Roller)

SYSTEMIC MEASUREMENTS:

1. Improve Information Technology
2. Develop an Enterprise system

INITIATIVES:

1. Develop an Information Technology Roadmap
2. Develop and implement an Enterprise system

Internal Process and Capabilities Perspective:

(Identifies what DTC has to do internally to improve the way it does business)

GOAL 3: Identify and optimize processes and capabilities essential to providing quality and timely products and services (Owner: Mr. Simmons)

OBJECTIVE 3.A. Improve DTC role in T&E management process, AST process, T&E documentation process (Champion: Mr. Garcia)

SYSTEMIC MEASURES

1. Early insertion efforts (LEAD)
3. MRTFB activities implementing Activity Based Costing/Management/Earned Value Management

INITIATIVES

1. Institutionalize T&E Concept Plans within ATEC
   - Verify that systems are ready for IOT&E through DT
   - Increase OT at DT ranges
   - Increase instrumentation and M&S that serves both OT and DT
2. Improve cost visibility in DT
3. Increase validity and usefulness of test management data
4. Execute a plan to adequately staff the AST process

OBJECTIVE 3.B. Increase DT / OT integration and include operational realism in DT whenever possible (Champion: Mr. Garcia)

SYSTEMIC MEASURES

1. Military obtained for DT (LEAD)
2. Trends in ASTs integrating DT/OT (LAG)
3. Common Instrumentation DT to OTs (LEAD)

INITIATIVES

1. Develop a roadmap for test facility investments
2. Develop a roadmap for improving IMA support of infrastructure at Test Centers
3. Develop Test Center support roadmap
   - Surety
   - Force Protection
   - Environment
4. Improve safety performance

OBJECTIVE 3.C. - Improve and maintain test facilities, and optimize workload to support efficient use of test facilities and workforce (Champion: Mr. Garcia)

SYSTEMIC MEASURES:
1. Dollars invested (Mod and Technology) (LEAD)
2. Executable workload (LEAD)
3. Completed workload (LAG)

OBJECTIVE 3.D. Improve and maintain ranges and facilities. (Champion: Mr. Roller)

SYSTEMIC MEASUREMENTS:
1. Improve mission facilities
2. Support MCA program
3. Improve host installation support
4. Improve force protection program
5. Improve surety program
6. Improve mission environmental program
7. Improve safety program

INITIATIVES:
1a – Develop TC facility improvement plans
1b – Manage DTC Facility Programs
1d – Halt Facilities Degradation

2a – Develop mission support MCA projects
2b – Establish command level priorities
2c – Defend at IMA and DA

3a – Determine baseline across command
3b – Compare to Army standard
3c – Promote improvements with IMA

4a Reduce installation vulnerabilities
4b Update test center tenant/host force protection ISSAs/MOUs

5a Reestablish Chem/Nuclear Surety Program
5b Develop Biological Surety Program

6a NEPA documentation
6b DTC Environmental Training
6c Support the ATEC Sustainable Range Management Program Implementation
6d Environmental Management System

7a Monitor Safety Performance

(a) Civilian Injury Experience
(b) Military Injury Experience
(c) Army Motor Vehicle Accidents

7b Evaluate Test Center Safety Programs

Customer Perspective

(Identifies what DTC has to do to meet or exceed the needs of its customers)

GOAL 4: Deliver best-value products and services to customer
(Owner: Mr. Simmons)

OBJECTIVE 4.A. Improve customer satisfaction
(Champion: Mr. Garcia)

SYSTEMIC MEASURES:
1. Customer meetings (LEAD)
2. Reporting processes and timeliness

INITIATIVES:
1. Conduct PM, PEO and "beyond-Army" annual outreach
2. Establish "evaluator as a customer" throughout the DTC command
3. Improve report process and timelines
4. Conduct and track yearly customer and AEC survey
5. EVM/Test Cost Visibility (support to ATEC-led initiative)

OBJECTIVE 4.B. Maintain Business Plan and Core Competencies
(Champion: Mr. Bartosik)

SYSTEMIC MEASURES:

INITIATIVES:
1. Refine Core Competencies for FCS for optimal efficiency
2. Develop a business plan to execute command strategy

DTC Core Competencies

The following Core Competencies Tables identify the major functions of DTC's units. The major functions are identified under three categories: (1) performing test and studies throughout materiel systems' lifecycles; (2) test technology (unique specialties); and (3) capabilities for data collection and test that are common to all DTC units. The Core Competencies Tables specify an "L" for Lead and an "S" for Specialty. A "Lead" test center is one that is capable of testing a full-up system, and has the appropriate ranges, facilities, and expertise. A "Specialty" designation means that the test center is capable of testing components/subsystems, special environments, or has a back-up subset of "Lead" site capabilities. HQ DTC intends to use core competencies to shape investments, guide test management, defend fundamental resources, assign membership on ATEC Systems Teams, and link testing to Army Transformation.

CORE COMPETENCIES TABLE
MAJOR FUNCTIONS OF DTC TEST CENTERS

	ATC	ATTC	RTTC	DPG	WSMR	YPG	EPG	CRTC
1. Perform tests and studies throughout the system lifecycles of materiel (including embedded software), ESPECIALLY:								
- Armor / Armor Protection	L	----	----	----	----	----		
- Automotive / Mobility	L	----	----	----	----	S		
- Direct Fire Guns / Ammo	L	----	----	----	----	S		
- Indirect Fire Guns / Ammo	S	----	----	----	----	L		
- Direct Fire Missiles	----	----	L	----	S	S		
- Indirect Fire Missiles	----	----	S	----	L	----		
- Surface to Air Missiles	----	----	S	----	L	----		
- Aircraft Weapons	----	----	S	----	S	L		
- Small Arms	L	----	----	----	----	----		
- Mine / Countermine / Demolition	S	----	----	----	----	L		
- Unmanned Aerial Vehicle	----	----	S	----	L	----		
- Aircraft	----	L	----	----	----	----		
- Avionics	----	----	----	----	S	----		
- Subsystems	----	----	S	----	----	----		
- Smoke / Obscurants / Illumination	----	----	----	L	----	----		
- Chem / Bio Defense	----	----	----	L	----	----		
- Airdelivery / Air Transportability	S	S	----	----	----	L		
- Individual / Organizational Equipment	L	S	----	S	----	S		
- C4I / Surveillance / Reconnaissance Systems	S	----	S	----	L	----		
- Non-Lethal Weapons	L	----	----	S	----	----		
- E3 Weapons	----	----	S	----	L	----		
- Engineering / Construction	L	----	----	----	----	S		
- Bridging	L	----	----	----	----	----		
- Unmanned Ground Vehicle	L	----	S	S	S	S		
- Transportability (Ground & Sea)	L	----	----	----	----	----		

CORE COMPETENCIES TABLE														
MAJOR FUNCTIONS OF DTC TEST CENTERS														
						ATC	ATTC	RTTC	DPG	WSMR	YPG	EPG	CRTC
2. Provide diverse test technology, unique specialities:													
-	Airworthiness / Icing Flight Qualification Testing .					—	L	—	—	—	—		
-	Title 10 - Live Fire Vulnerability and Lethality. . . .					L	—	—	—	—	—		
-	Airdrop / EAT Certification.					S	—	—	—	—	L		
-	Nuclear Hardness					S	—	—	—	L	—		
-	Chem-Bio / Smoke / Obscuration					—	—	—	L	—	—		
-	E3 Certification					S	—	S	—	L	—		
-	Information Assurance.					—	—	—	—	L	—		
-	Littoral / Underwater Testing.					L	—	—	—	—	—		
-	Natural Extreme Environment.					—	—	—	—	—	L		
-	Target Acquisition Sensors / Weapon Seekers….					S	—	L	—	S	—		
-	Lightning Effects……..					—	—	L	—	S	—		
-	NBC Contamination Survivability……..					—	—	—	L	—	—		
-	Environmental Quality Technology.....					L							
3. Common Test Data Topics:					*(All DTC Units have these capabilities for data collection and test.)*								
-	Performance			-	Induced Environments								
-	RAM / ILS			-	Software								
-	HFE / MANPRINT			-	Training Devices								
-	Safety / Human Health			-	Transportability								